

GENDER PAY GAP REPORT

2022

Zenith



Message from Sue Frogley.



It is my belief that great company culture is the foundation of great business, so my leadership team and I remain steadfast in our goal to create a truly inclusive culture that celebrates difference and supports the careers of everyone.

In the UK, Publicis Media is made up of 1800 talented people across three media agencies. Each of our agencies' gender pay gap reports allows us to see where we stand and share details on our commitment to support the many talented women that work with us.

I'm pleased with the progress we have made in getting more women to senior positions, which is the main driver to reduce the gender pay gap. We have a 50:50 gender balanced board, have women leading two of our largest agencies as CEO, and over half of our agency leadership teams are made up of women.

However, as with much of our industry, there is still much more we need to do to drive more diverse representation across our business. This really matters to us and is why we continue to evolve and invest in various initiatives, such as those outlined in this report, and much more besides.

It takes time and continuous focus, but we remain committed to driving positive lasting change for all our people and our clients.

A handwritten signature of Sue Frogley in black ink.

Sue Frogley

CEO of Publicis Media UK

Message from Natalie Cummins.

At Zenith UK, we're determined to create a happy and motivated agency where everyone is valued, rewarded fairly, and has an equal chance to develop their careers. This year's report shows that we have work to do, as our gender pay gap has increased for the first time since we began reporting in 2017.

However, the numbers are a snapshot of a moment in time and are largely due to a significant number of our most senior women recently moving from Zenith UK to other roles in Publicis Groupe. We're proud that our agency is a breeding ground for senior female talent and fully support the progression opportunities that exist within our wider network, but we are not complacent and know we need to rebalance.

The gap has already dramatically narrowed again since the snapshot date, but the numbers do give us a good indication of where we need to focus to improve the imbalance, and we are confident we will close the gap in the coming year.



Natalie Cummins
CEO of Zenith UK



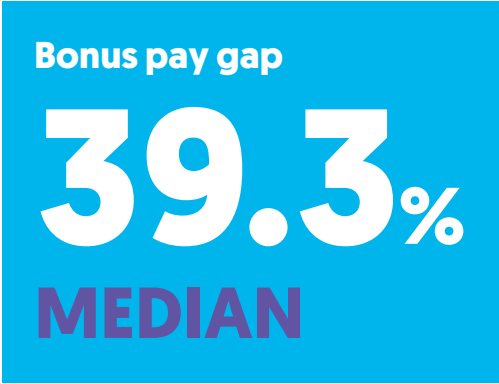
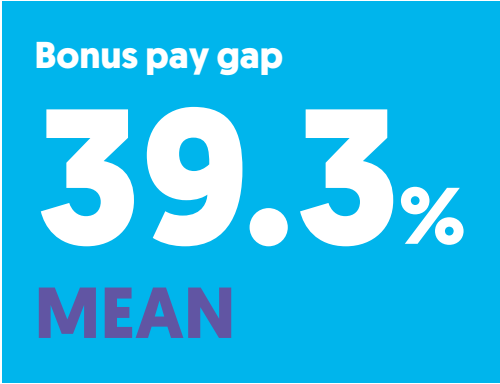
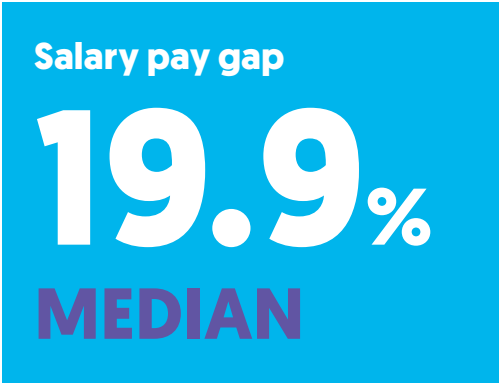
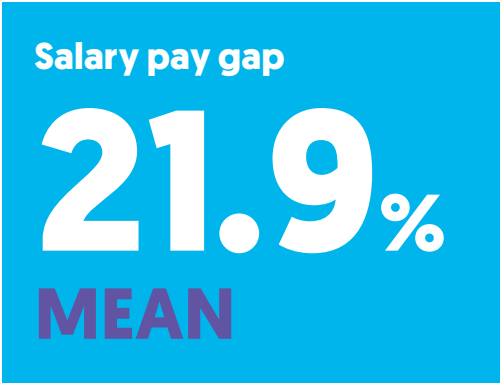
The gender pay gap explanation and results.

The gender pay gap is the difference in average pay between men and women in an organisation. Zenith UK's gender pay gap for 2022 is 19.9% (median).

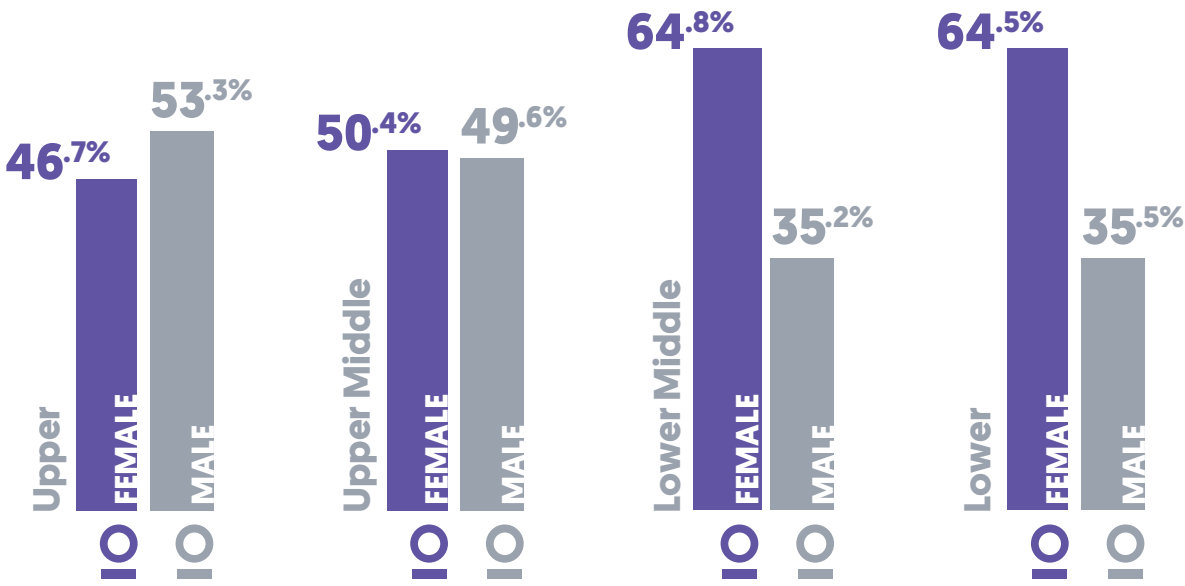
The pay gap is different from equal pay which is defined as "the right for men and women to be paid the same when doing the same, or equivalent, work" (Equality Act, 2010).

We are satisfied that we already have 'equal pay': the average pay for men and women across each of our agency-defined roles is the same.

Regarding our current gender pay gap, the following has been calculated using the Government guideline calculations.



Proportion of female and male employees by quartile



FAQ and definitions.



What is the gender pay gap?

The gender pay gap is the difference in average and median hourly earnings between men and women. This is calculated by looking at all employees' salaries across an organisation, regardless of their job role or level. Gender pay gap reporting was introduced in April 2017 for organisations with more than 250 employees at the snapshot date (5 April each year).

Does a gender pay gap mean an equal pay issue?

No. Gender pay is different to equal pay which is defined as "the right for men and women to be paid the same when doing the same, or equivalent, work". It is illegal to pay people differently for the same or equivalent work because of their gender and has been since the Equal Pay Act was introduced in 1970.

Why do we have a gender pay gap?

A gender pay gap can be caused by a number of factors, such as having more men than women in high earning roles or more women working part-time.

What is the reporting period?

The salary data is taken from a snapshot of payroll on 5 April 2022 and the bonus data covers the 12 months leading up to that date.

Which employees are included in this report?

The figures cover all employees who have a permanent or fixed term contract (full or part time) and are paid through our payroll system. The data does not cover employees who are being paid a reduced rate or not being paid due to being on maternity, paternity, adoption, shared parental leave or an unpaid sabbatical for example).

How have you calculated bonus payments?

Bonus calculations include performance incentives, commission payments and stock option payments.

What is the median pay gap?

This is calculated by listing all employees' hourly pay from highest to lowest, and then comparing the midpoint (the numbers that fall in the middle) for men with the midpoint for women. The difference between the two is the median pay gap, shown as a percentage.

What is the mean pay gap?

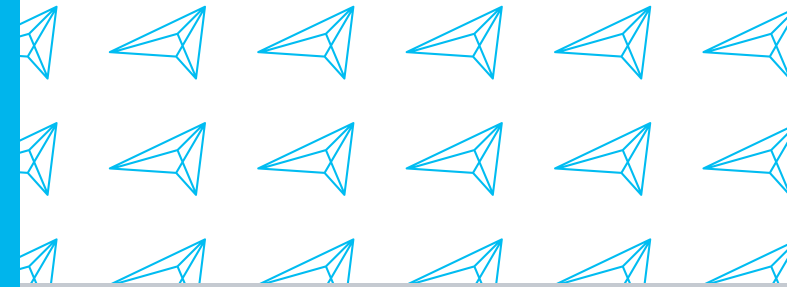
This is calculated by adding up all employees' hourly pay and dividing it by the number of employees. The pay gap is the difference between the mean (average) figures for men and for women, which is reported as a percentage.

What is the bonus gap?

The mean and median bonus gaps are the difference between the mean and median bonus pay received by male and female employees in the 12 months ending on 5 April 2022. This applies to all employees, even if they're not in full pay on the snapshot date. We also report on the percentage of male and female employees that receive a bonus in the year.

What is a pay quartile?

Employers must sort their full pay employees into a list based on hourly pay, in highest to lowest order, and then split this list into four equal parts which shows how many men and women fall into each of the pay quartiles.



What does our data tell us?

The latest report shows our median gender pay gap at 19.9%, up from 7.1% last year. This figure is disappointing but it's not a true representation of what is happening, or of our wider efforts.

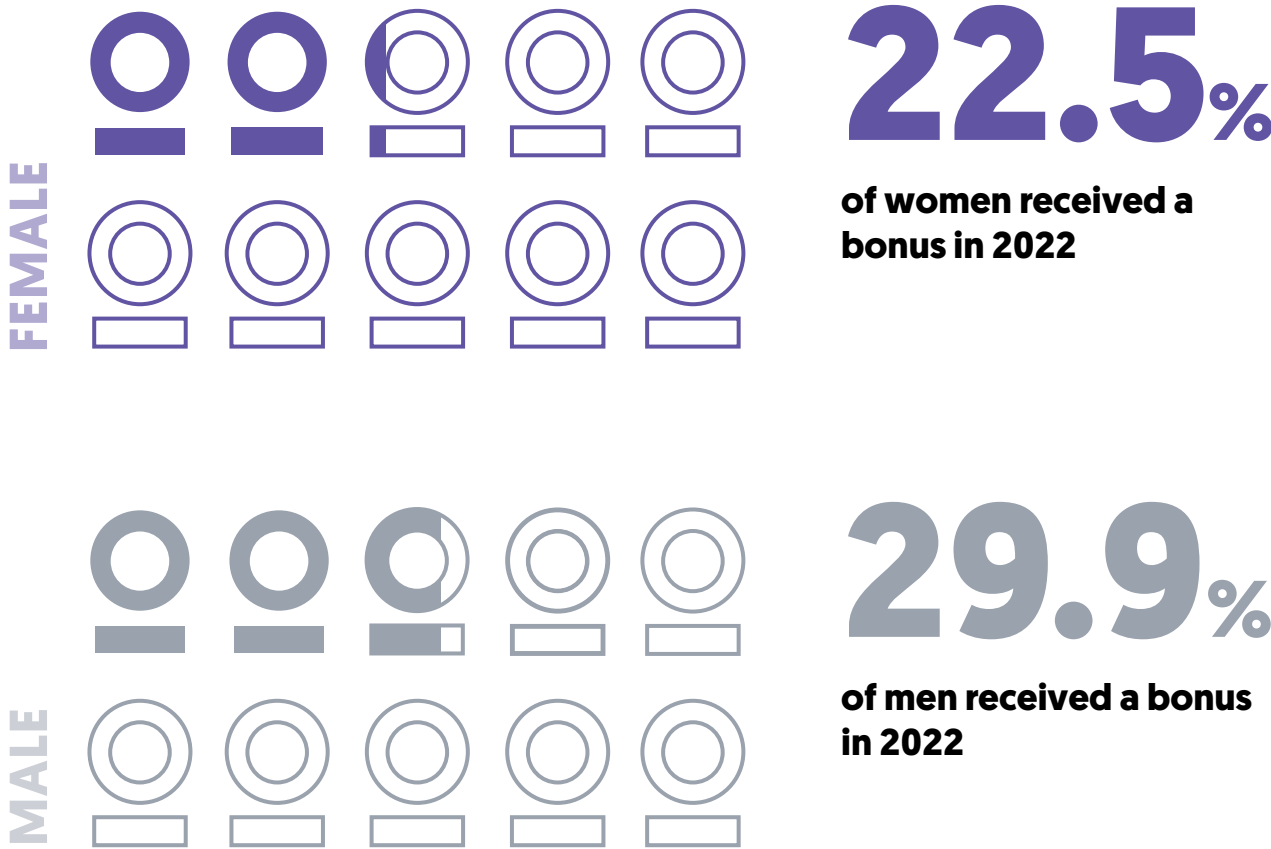
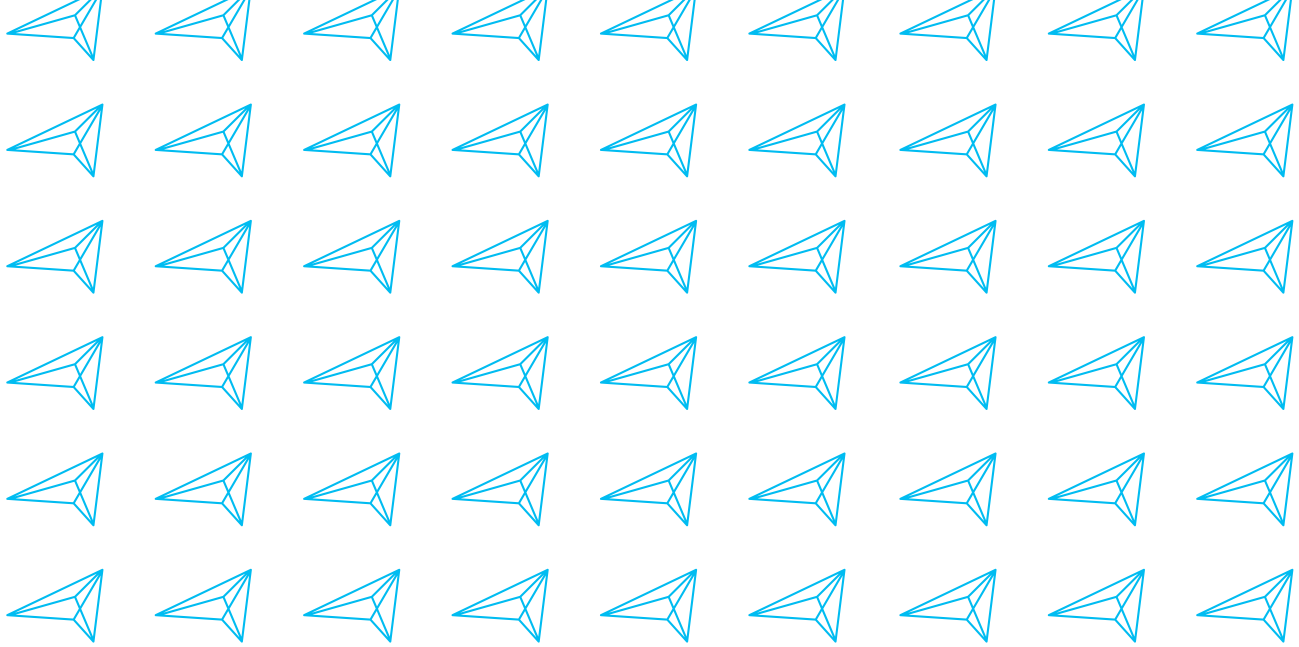
Within this period, we saw disproportionately more senior women - our highest earners - leave Zenith UK. However, of those who left, half of the women (versus only 20% of the men who left) moved to other roles within Publicis Groupe. We're extremely proud of this cohort and the fact Zenith fosters leading female talent. We fully support the progression opportunities that exist within the wider Publicis Groupe network.

The impact of these women leaving the agency, resulted in a decrease in median pay for women and therefore, an increase in the gender pay gap at Zenith UK.

Whilst we report this figure annually, we monitor our gender pay gap every month, and are already seeing the gap close once more, so are confident the corresponding figure we publish next year will show our 2022 figure to be an anomaly.

Our bonus pay gap is mainly due to Zenith UK having more women working part-time, including our Chief Executive, Natalie Cummins, and one of our Managing Directors, Sannah Rogers. Whilst hourly pay gap figures take part-time pay into consideration by calculating it as though they worked full time, bonus pay figures don't do this.

The bonus pay gap is calculated by actual bonuses paid, as opposed to what bonus payments would have been if our part-time employees worked full time. Finally, as our total population is 57% female it does mean that more females received a bonus than men.



Our commitment to close the gap.

Over the past year, we have evolved our 'Life Stages' programme for all employees with the introduction of a transitioning at work policy, support for anyone experiencing domestic violence, anyone who's affected by a baby needing neonatal care, carers, fertility, and pregnancy loss policies.

We have improved the leave and our policies for pregnancy/maternity, adoption, shared parental, surrogacy and paternity/second parents. This includes a phased 'return to work' policy meaning employees can take a gradual approach to their return during the first month back on full pay

We continue to educate and support our people on topics such as the menopause to ensure we are supporting colleagues as they go through different life stages.

We've developed a Gender Equity strategy which focuses on our strategic aims, which are to better understand and address the challenges we face to be a representative and progressive employer. We also have strategic plans in place for our other strategic priorities which are disability inclusion, race equity and LGBTQ+ inclusion. These detail our principles aims and commitments which will allow everyone to thrive and develop at work

Our EAGs, in particular VivaWomen! and EMBRACE, are active in supporting women and their development and progress at work through events such as speed mentoring, career development and understanding and supporting the mental health and wellbeing of WoC and Black women at work.

Our dedicated DEI team, Evolve, are focussed on helping us achieve this by promoting and celebrating our unique differences, running reverse mentoring to help our senior leadership learn from our more diverse talent and driving positive conversations and learning for all around diversity and inclusion.

In addition to Evolve's work within Zenith, our Publicis Media commitment to closing the gender pay gap is focussed on three core areas: **hire, train and retain.**

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At Zenith, we are committed in building and maintaining an inclusive culture where equality thrives.



Hire

We have a number of processes in place to ensure that we are hiring from a diverse pool of talent and that candidates are treated equally and fairly.

- Our internal recruitment teams use a piece of software called 'Unbiasify' which allows us to source candidates from LinkedIn without seeing people's faces or names, helping to block some key sources of unconscious bias. The software also helps us to review our job adverts to make sure they don't come across as too masculine. We take on the suggested changes to hopefully appear neutral and welcoming to all.
- Our recruitment and DEI teams are also involved in training managers on unconscious bias and are helping create interview questions and practices that are equal for all.
- Following industry research that men are more likely to apply for positions where they do not meet every criteria, and women will often only apply for positions where they meet 100% of the requirements, we have actively worked with, and trained, our hiring managers to remove 'nice to have' skills from our job descriptions and to keep job requirements as simple as possible to ensure the application process is as inclusive as possible for all genders.
- Finally we are working hard to suggest wherever possible to have a balance gender interview panel.



Train

- In order to collectively develop our skills and foundational knowledge in diversity and inclusion, we offer a range of training including **unconscious bias training** which is mandatory for all our employees.
- We believe it is important to support parents as much as possible to enable a parent friendly working environment. As well as our well-established flexible working, we also have a **Parent Programme** which is a series of e-learning modules designed to support new or expectant parents and their line managers. These classes help answer common employee, manager, and team questions regarding planning for, going on, and returning from parental leave. It also covers a number of parenting scenarios including, IVF, twins and adoption.
- We also launched our Baby 1st Aid program last year to help new parents learn essential skills.
- Our **Women in Tech** programme aims to inspire and educate future leaders in our company, by placing a spotlight on successful women in tech, from within and outside the agency. The programme incorporates learning and development opportunities for women to benefit their day-to-day work, up-skill in the areas of technology, data and innovation, and promote the importance of diversity within these fields.



Retain

- PMWOW is Publicis Media's **flexible working policy** which aims to improve productivity and enhance wellbeing by empowering employees to carry out their work in a way that suits them. We believe that this new way of working has helped all employees, but especially our female talent at all levels to better manage their workloads and lives. Since the pandemic has shown us the benefits of hybrid working we've since evolved PMWOW to say that our policy is to work from the office for a minimum of 2 days with doing the rest from anywhere. This has definitely been a huge help for all staff in having a better work life balance and a definite retention strategy for us, particular for young parents and working mums.
- **Enboarder** is our bespoke communications platform that guides and assists employees and managers through the parental leave journey, from notification of a pregnancy or adoption, through extended leave, and finally welcoming new parents back to work. Both employees and managers receive communications at specific milestones to help new parents feel connected, cared about and informed, during their time off and ahead of their return to work.
- **VivaWomen!** is our employee network which helps women achieve their potential across all parts of Publicis Groupe. It includes mentoring, events and training sessions for all employees, but designed with women in mind. Each year sessions focus on; how to negotiate with confidence; working parents; ways to build confidence and self-trust; career progression empowerment; and challenging conversation training.

- Our **Next Generation Board** is an immersive development programme designed to support mid-level employees for future leadership roles. Each year our cohort of board members helps shape and steer the future of our organisation and is made up of representatives from each agency within Publicis Media. Just over 60% of the board are aspiring female leaders, who alongside their talented male colleagues, all have real opportunity to influence change and develop their own careers.
- In 2021, we introduced a **Menopause Policy** to help mitigate the impact of the menopause on employees at work. The support offered includes flexible working arrangements, temperature control in the office, access to an occupational health advisor, a confidential employee helpline, mental health first aiders, and other resources such as yoga and meditation sessions. We have been building on this new policy through 2022, helping to normalise the conversation around Menopause.

